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Thinking beyond checklists

1st Lt. Lisa Meiman
821st Air Base Group Public Affairs

We've updated the Thule Air Base operational instructions, reviewed all Thule Emergency Operation Center courses of action, and if we hear one more word about self inspection checklists, things are going to get ugly.

But as you prepare for the upcoming inspections remember to take into account those tiny details that won't be graded but will be noticed by inspectors. Not everything that will be evaluated will be discussed on a checklist. Here, I'll give you a few of those small and simple things that inspectors notice as they evaluate our programs.

- Make sure your calendars are on the right month; be aware of the change to April in the middle of the inspection
- Clocks should be working and showing the correct time
- Ensure you have current bomb threat calls at each phone in the office
- Check chain of command photos to

make sure the correct people are hanging on our walls

- Update all bulletin boards with current information
- Ensure all appointment letters are current
- Realize that if a drawer or closet is unlocked in your workspace, it's fair game for an inspector; this includes glove compartments in vehicles
- While checklists are excellent guidelines during a major accident response exercise, inspectors look for service members to more intuitively understand courses of action as events unfold instead of relying on step-by-step checklists

These hints present small but noticeable details that inspectors will informally use to judge the group. It's this attention to detail that can help prove how ready a unit is for inspection: is it a tight, well groomed organization or one that threw its act together haphazardly? After all, if an organization cannot keep the clocks running on time, how can it run the northernmost base in the Department of Defense?

MISSION

Ensure US and NATO space superiority through unsurpassed installation operations, security & oversight of the Air Force's largest overseas base, the 232,000 acre, multi-national Thule Defense Area



VISION

Leaders Transforming Space Operations and its Support, at DoD's Northernmost Installation

Team Thule: All jobs critical to success

Maj. Alistair Funge
22nd Space Operations Squadron
Detachment 3 commander

When I look out my office window at Detachment 3, 22nd Space Operations Squadron (Not that I can see anything as there is currently a large snow drift blocking my view, which I couldn't see anyway because it's dark four months a year.), I often think about the individuals who have to make the daily trek outside into the cold and dark.

Several times a day, security forces personnel have to make the long trip through each of our three long and very cold tunnels--often colder inside them than outside--checking the security of each of our satellite radomes and all support structures. Yes, there are others who could do these security checks, but it is the training, proficiency, expe-

rience, and let's face it, perseverance of our SF personnel that we rely on to do it correctly.

Similarly, I rely on operators, who happen to be experienced contractors, to perform our site operations, providing critical and timely mission data to US and allied personnel around the globe. The 12th Space Warning Squadron relies on a mix of officers and enlisted personnel to conduct its operations.

All across Thule, we have military personnel, civilians and contractors performing all sorts of critical support functions without which the operations and other support functions on base could not happen successfully. This mix brings together Americans, Danes, Canadians and Greenlanders.

Making all this happen requires a good deal of teamwork, leadership and

close cooperation between differing organizations with one unifying goal: Conducting our mission successfully.

All this happens at the DoD's largest overseas base 700 miles north of the Arctic Circle. One would think that such a remote base wouldn't get many visitors. One would be wrong. I conduct more tours than any other organization in the 50th Space Wing.

Thus, we have to be maintainers, operators, quality specialists, friends, co-workers, diplomats and tour guides among other roles. While many people say all assignments are unique, I strongly believe that a tour at Thule, be it one year or twenty, is truly unique. I, for one, will remember my time at Thule not just for the job, but for the experience, beautiful scenery (during the summer) and friendship shown by all personnel assigned.

Followership: Often overlooked, critical trait

Senior Master Sgt.
Rick Vogel
21st Dental Squadron

PETERSON AIR FORCE BASE, Colo. -- If you have not heard the term "followership" before, or not thought twice about it, you are not alone. It usually appears as a "non-word" when documents are spell-checked on the computer. It is not a new concept, just one that is often overlooked or forgotten.

Why followership is overlooked and forgotten is an intriguing concept. Without followers, would there be leaders? Who would they lead? Who would become leaders if they were not first followers? Leadership and followership are interactive:

Leaders depend on followers and vice versa. Team efforts are critical in the Air Force, and such efforts require active followers.

Followership can be defined as the willingness to cooperate in working toward the accomplishment of the mission, to demonstrate a high degree of teamwork and to build cohesion among the organization.

Effective followership is an essential building block to effective leadership. There are numerous sources to which one can turn to find helpful information on effective leadership, leadership practices, and on becoming the best leader one can be. Fewer sources exist on guiding one to be an effective follower,

though there are some.

Behaviors that comprise effective followership include:

- Volunteering to handle tasks or help accomplish goals
- Willingly accepting assignments
- Exhibiting loyalty to the organization
- Offering suggestions
- Maintaining a positive attitude, even in confusing or trying times
- Working effectively as a team member

As a follower, it is often easy to criticize the tactics, styles or ideas of a leader. Sometimes it helps to critically evaluate our own views towards leadership, the organization, and ourselves as fol-

lowers to get a better understanding of the situation. The evaluation allows us to learn how to create change in ourselves, how to deal with difficulties and how to become productive and happy followers. We might also learn that being a leader is not as easy as it may sometimes appear.

Even if you are perfectly satisfied with your leadership, it is necessary for you - just as it is for a leader - to evaluate your role as a follower, collaborator, and group member to determine if you are performing in this role at the highest level possible. Effective leadership requires effective followership. Do your best to make your organization the best it can be.

Survivor contestant or wingman?

**Master Sgt.
Benjamin Huseman
821st Support Squadron**

I confess I love reality television.

When the television writers went on strike last year, many of our favorite television shows suffered shortened seasons, and the television executives filled the absent timeslots with new reality show creations. For many critics and fans, this was an abomination, and we cheered the end of the strike.

Among my favorite reality shows are *Hell's Kitchen*, *Top Chef*, and *The Biggest Loser*, but the best, in my opinion, is *Survivor*.

Survivor brings twists and turns throughout each of the seasons to ensure that the game is always changing and entertaining. I find the challenges, scenic landscapes, and struggles of the contestants to be intriguing; but the best part of the show has to be the "blindsides" -- where after alliances were made and a tribal member's position solidified for the following week,

he or she was voted off the island without warning.

A current episode possessed a perfect of example of a *Survivor* blindsides, and even the host, Jeff Probst, congratulated the tribal council for carrying out the season's first blindsides. What makes these blindsides and the tribal councils so enjoyable is the amount of drama created.

These blindsides, which contribute to high ratings and advertisement revenue, have their place in life through entertainment. Unfortunately for many of us though, these same attributes can lead to drama in our own personal lives that is not entertaining and, in some cases, can be very destructive.

We in the military have an important and demanding job that requires teamwork much like the reward and immunity challenges on *Survivor*. But while the drama created through blindsides and backstabbing on the show entertains us, in the military, they are destructive forces that neither contribute to the

success of our mission nor sustain Airmen morale and teamwork in the unit.

Blindsides on the show do not have the long-term ramifications that the same behavior can have on an organization that lasts more than 39 days.

As members of our nation's Air Force we are continually reminded of the importance of being a good wingman. We have been ingrained with the idea of taking care of the people around us. So, why is that some of us are so quick to abandon this wingman culture and partake in the same behavior that we see on reality shows such as *Survivor*?

The last time I checked the Air Force is not handing out checks for \$1 million dollars to the Airman that outwits, outlasts and outplays all of the other Airmen. Yet despite this fact, there always appears to be those that cannot discern their role between that of a *Survivor* contestant and a wingman.

I would like to call for a writer's strike on blindsiding and backstabbing. But unlike

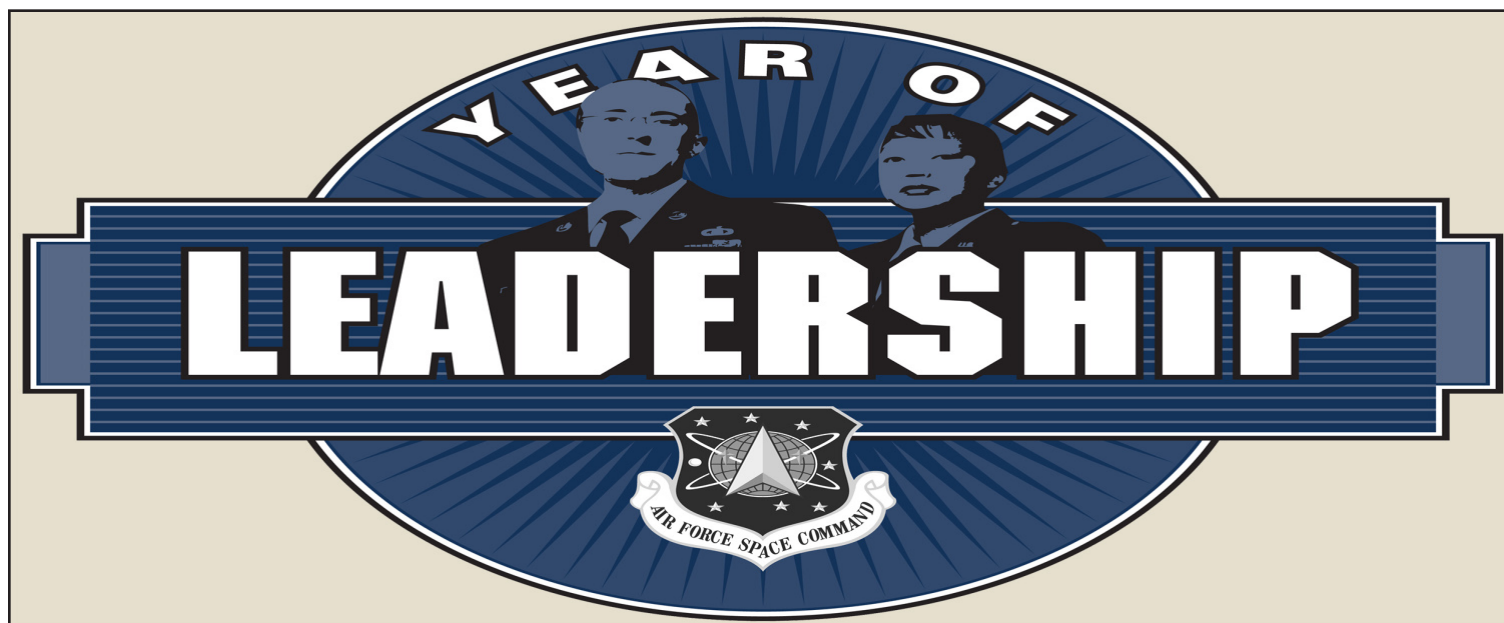
the one in Hollywood, this one shouldn't end, and I will cheer its existence.

The next time you think you need to go behind someone's back to gossip, plot or slander that individual, ask yourself, "Are you a contestant on *Survivor* or are you a wingman?" Instead of solidifying your position as a *Survivor* contestant, why not solidify your position as a wingman and address your issues with the person face to face and not with others in a malicious manner? Wouldn't such action be in adherence to the last paragraph our own Airman's Creed?

"I am an American Airman
Wingman, Leader, Warrior
I will never leave an Airman
behind

I will never falter
And I will not fail"

When we choose to blindside and backstab our fellow Airman, are we not leaving them behind? Are we being a good wingman? Isn't it about time that we live by the Airman's Creed, and not just recite it? I think it is, and I hope you will too.



DANTES, CLEP testing to occur in April

Master Sgt. Ben Huseman
821st Support Squadron

A group from Peterson Air Force Base, Colo., will descend upon Thule to give the arctic warriors the opportunity to take College Level Examination Program and DANTES tests.

We are working with the education office at Peterson to make this a reality, and preliminary signs indicate that they will be coming up in April.

There are several tests that are available at no cost to military members. Study material is also available online, which include practice tests.

If you are interested in taking some of these tests and working towards your degree, please visit the following Web site: <http://www.petersons.com/dod/default.aspx?sponsor=12894>. At

that site you can view available CLEP and DANTES tests and download study materials for the tests that you are interested in taking. As we get closer to their arrival, I will send out a data call requesting what tests you want to take and what degree you are pursuing. This information will be used by the Peterson Education Office to provide degree counseling for you before they arrive, while they are here and after they leave.

These tests are part of your benefits as a military member. Many people wishing to get this college credit have to pay fees in excess of \$60 per test for what you are receiving for free. It behooves you to take advantage of this opportunity and not let it pass you by. It is possible to complete your Community College of the Air Force degree

entirely through your military studies and these tests without stepping foot into a college classroom, and then apply these same free college credits to your advanced degrees, reducing the amount of courses you have to take to complete future degrees.

If you have any questions regarding education, do not hesitate to give me a call at DSN 629-2186 or stop by and see me in Building 461. This includes CCAF, bachelor or master degrees. If you need help getting a CCAF transcript, CCAF progress report, applying for Tuition Assistance or information regarding advanced degrees, I am more than willing to help you with all of that.

I implore all of you not to let your time here at Thule expire without taking advantage of the opportunities presented to you.

More to qualify for new GI Bill benefits

Donna Miles
American Forces Press Service

WASHINGTON (AFNS) -- Troops nearing retirement eligibility may be able to tap into the transferability benefits provided in the new Post-9/11 GI Bill, even if they're unable to serve four more years of duty due to service policies, a senior defense official said.

The Post-9/11 Veterans Education Bill that takes effect in August and will offer more benefits and the ability to transfer benefits to a spouse or child has proven to be a hit with the troops, Bill Carr, deputy undersecretary of defense for military personnel policy, told the Pentagon Channel and American Forces Press Service.

Of service members surveyed in August, 97 percent said they plan to take advantage of the Post-9/11 GI Bill, particularly its transferability provision, Mr. Carr said.

"Enormous interest has been expressed in the transferability provision and how it would work, because so many in the force have families," Mr. Carr said. He noted that half of the military force is married. By the time troops

have served six years of duty, about two-thirds have families.

To qualify for transferability under the Post-9/11 GI Bill, service members must have served six years on active duty or in the Selected Reserve and must commit to another four years. But Mr. Carr said the rules could be tweaked soon to allow mid- or late-career troops to qualify, even if they can't sign on for another four years of duty due to service restrictions.

Rules expected to be published in the months ahead will clarify exactly who is or isn't eligible to transfer their Post 9/11 GI Bill benefits. Mr. Carr said he expects those rules to be "very flexible" to allow service members with 15 or even 20 years of service to qualify. What's definite now is that only those in the active or reserve components on Aug. 1 will be eligible for transferability under the Post-9/11 GI Bill.

"The law doesn't allow it to be retroactive" to cover those who already have left the military, Mr. Carr said.

The new bill represents the most comprehensive education package since the original World War II-era GI Bill, he said. Unlike the current GI Bill, it covers

100 percent - rather than 80 percent - of the cost of tuition, fees and books. Service members no longer will have to pay \$1,200 out of pocket, at the rate of \$100 a month for their first year of service, to qualify.

In addition, most troops will receive a "living stipend" while drawing GI Bill benefits. That benefit will equate to the basic allowance for housing that an E-5 with dependents serving on active duty receives, Mr. Carr said. And for the first time, service members will be able to transfer any benefits they don't use themselves to their immediate family members.

Of those surveyed in August, 73 percent said they would transfer benefits to their spouse, while 94 percent said they would transfer them to their children.

This is a particularly attractive option for service members who have earned degrees before entering the military or while on duty through the military's tuition assistance programs, Mr. Carr said. These programs will continue when the Post-9/11 GI Bill takes effect.

----- **GI Bill**
See page 8



Photo by Master Sgt. Ben Huseman

It's BACK

The sun rises over Thule Air Base Feb. 11 for the first time since Oct. 31. Thule will gain about 20-30 minutes of sunlight each day until about April 21, where the sun will remain in the sky until Aug. 19.



Photo by 1st Lt. Lisa Melman

Members of Team Thule officially celebrate the return of the sun during the First Light Ceremony outside Bldg. 461 Feb. 23. Col. Tom Peppard, 821st Air Base Group commander, led the ceremony in shorts, a T-shirt, boots and gloves. The ceremony also officially ended the Julemand season, a Danish word meaning Santa Claus, which prompted turning off the Christmas tree in front of the building and the Star of David on South Mountain.



Photos by 1st Lt. Lisa Meiman

Tops in Blue, a song and dance show made up of Air Force members, finished their 2008 tour at Thule Air Base Feb. 20, impressing the multinational crowd with song and dance from classic movies and musicals such as "Beauty and the Beast" and "Footloose."

Tops in Blue ends 2008 tour at Thule



Left: Tops in Blue members sing and dance during their two-hour, nonstop show in Hangar 7.

Right: Despite aircraft troubles in the States, the group performed at Thule on time. Team Thule assisted in breaking down and setting up the stage, prompting thanks from the Tops in Blue director.





Photos by 1st Lt. Lisa Meiman



Top: Team Thule dances through the night of Feb. 21 at the First Light party aptly themed after a Hawaiian luau. Despite the warm theme, outside temperatures were in the -40s (Fahrenheit) with the windchill.

Above: Danish band "The Late Show" entertains the crowd at the First Light party Feb. 21. The band played a mix of American and Danish dance hits from the past several years.

Left: Members of Team Thule treat themselves to the extensive buffet at Thule's annual First Light party Feb. 21. First Light is a Team Thule event that celebrates the end of the dark season and return of sunlight with food, live bands and dancing. Its counterpart, First Night, occurs at the beginning of the dark season in late October or early November.

Air Force Good Conduct Medal reinstated Feb. 11

Maj. Paul Villagran
Secretary of the Air Force
Public Affairs

WASHINGTON (AFNS) -- Air Force officials announced Feb. 11 the reinstatement of the Air Force Good Conduct Medal for enlisted members, effective immediately and retroactive to Feb. 6, 2006, when the medal was discontinued.

Airmen who are eligible should see an update automatically in their records on the virtual Military Personnel Flight Web site.

Lt. Gen. Richard Newton, deputy chief of staff for manpower and personnel, and Chief Master Sergeant of the Air Force Rodney J. McKinley announced the reintroduction of the medal.

"This is a great day for the Air Force," said Chief McKinley. "The Air Force Good Conduct Medal has a positive impact on good order and discipline in the unit. It's part of our history and we needed to bring it back to where it rightfully should be, part of our enlisted heritage."

"When an Airman is pinned with their first good conduct medal it's an event they will never forget," he said. "I still remember, vividly, receiving my first Good Conduct Medal."

General Newton echoed Chief McKinley's words.

"Bringing this medal back shows the Air Force commitment of being all in when

taking care of our Airmen and their families," Gen. Newton said. "This is a great tool for our commanders to recognize deserving Airmen."

The return of the medal comes after the secretary of the Air Force approved a recommendation from a January 2008 awards summit co-hosted by representatives of the office of the secretary of the Air Force for manpower and reserve affairs and the directorate for manpower and personnel.

Both directorates contended that the AFGCM, one of the oldest military decorations dating back to World War II, has a long-standing tradition in the Air Force and links Airmen with those who served throughout the history of the service.

In addition, Air Force officials solicited input from the field regarding the Good Conduct Medal.

"All services present the Good Conduct Medal to those who distinguish themselves by exemplary behavior, so Airmen will now have the same opportunity for recognition as Soldiers, Sailors, Marines and Coastguardsmen," said Gen. Newton. "Chief McKinley is exactly right that this is a great day for the Air Force. A time-honored tradition is back."

For questions regarding updates to Air Force personnel records, Airmen can call the Air Force Contact Center at 1-800-616-3775.

Thule Spotlight

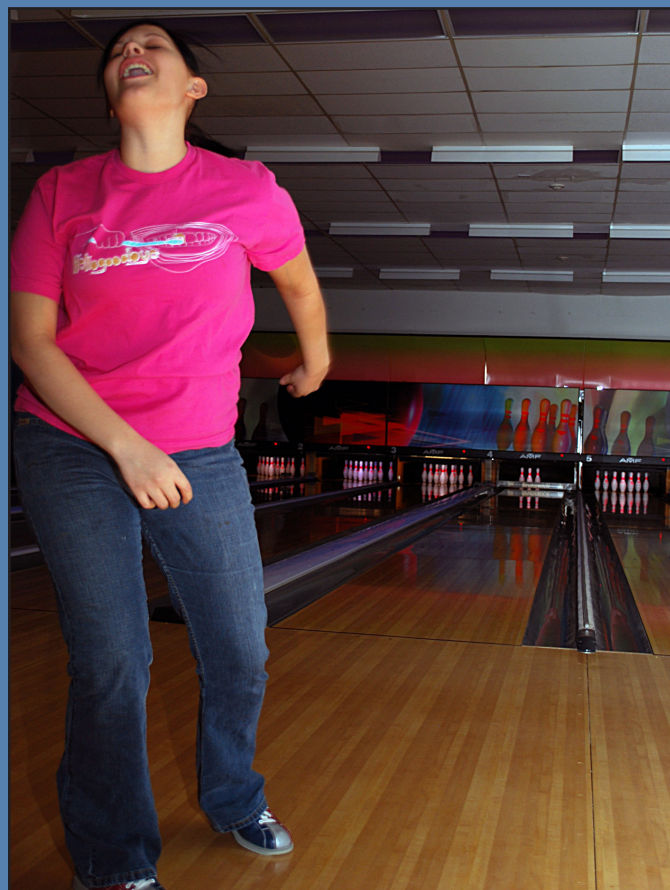


Photo by 1st Lt. Lisa Meiman

TAPA FUNDRAISER

Airman 1st Class Alessia Miller, 821st Security Forces Squadron, reacts after missing her chance to win a \$25 pot during a Thule Association of Professional Airmen fundraiser at the bowling alley here Feb. 13. TAPA raised several hundred dollars to help fund Thule events like the multicultural events and future dining outs.

----- GI Bill, From page 4

Troops automatically are eligible to transfer to the Post-9/11 GI Bill program when it takes effect, but must elect to do so, officials said.

The Department of Veterans Affairs, which administers the program, has more details about the basic program on its Web site.

The Defense Department will oversee the transferability program and set up

a Web-based application service members can use to request transfer of their Post-9/11 GI Bill benefits, Mr. Carr said.

Mr. Carr expressed hope that service members will take advantage of the new benefits.

"The new GI Bill provides some wonderful opportunities for the military," he said. "These are benefits that we had hoped for for a number of years, and finally have received."

More AFSO21 progress

1st Lt. Lisa Meiman
821st Air Base Group
Public Affairs

Greenland Contractors at Thule Air Base recently closed down four buildings on base, leading to a cost savings of more than \$208,000 per year for the base.

The shut down of these four buildings, which means cutting off heat and no longer maintaining roads to these structures, represents another step in Thule's Consolidation Plan--an Air Force Smart Operations 21 initiative--to lessen the Air Force footprint at Thule.

Three of the four buildings in question were unused dormitories: one security forces and two contingency dormitories. The fourth building was an unused warehouse.

Because of the base's rapid downsizing since in the end of the Cold War--more than 10,000 people at its heyday to less than 600--the base has worked to slowly return the unused areas to their natural state.



Photo by 1st Lt. Lisa Meiman

CELEBRATING DIVERSITY

Army Brig. Gen. Barba-nette Bolden, Land Component Command commander for the District of Columbia National Guard, speaks at Thule's African American Heritage Banquet in the Top of the World Club ballroom Feb. 26. General Bolden spoke about continuing tolerance for all types of people. The banquet followed the quest for black citizenship, the theme for this year's banquet, by looking at the lives of influential African Americans.

CSAF to Airmen: Everyone is important

Staff Sgt. Matthew Bates
Defense Media Activity-
San Antonio

LACKLAND AIR FORCE BASE, Texas (AFNS) -- The Air Force's top officer had one message for Airmen during a town hall meeting here Feb. 20: Every Airman is important.

Air Force Chief of Staff Gen. Norton Schwartz said all Airmen are integral to the service's success and no job or no one is more important than another.

"I think the fundamental thing is that everybody counts," he said. "No one, no job, no specialty is more important than any other.

Everyone matters and everyone is an important part of this team."

Fighting two wars is not easy, he added, but today's Airmen are helping the joint team succeed with the full range of capabilities the Air Force has to offer.

"Our folks who are down-range are supporting the mission, they're doing it well and they should be proud of that," General Schwartz said.

Still, just because someone is not on the front lines does not mean he or she is not contributing to the fight.

"Do not measure your worth by your proximity to the fight," he said.

The general also said Airmen have a special duty to serve their country to the best of their ability.

"We have an obligation to serve our nation with honor and perform exceptionally," General Schwartz said. "We should also recognize we are doing something special when we serve our country."

Service, the general said, presents every Airmen with limitless possibilities.

"The Air Force is a magnificent institution," he said. "Anything is possible and anyone can go as far as they want to."

Yet, according to the general, the Air Force's evaluation system, for both enlisted

and officers, needs revamping.

"Not everyone is a five," General Schwartz said. "We need to be honest with ourselves and we need to be authentic how we rate each other."

Ultimately, the general said he is impressed with today's Airmen and is excited to meet tomorrow's challenges with them.

"The United States Air Force is 'all in' and whatever is required of us as the nation's air force we will do and we will do it well," he said. "I value your work, your service and your sacrifices and I am working tirelessly to continually improve our Air Force."



Photos by 1st Lt. Lisa Meiman

WAY AHEAD FOR AFSPC, STRATCOM

Chief Master Sgt. Todd Small, Air Force Space Command command chief, and Chief Master Sgt. Tom Narofsky, U.S. Strategic Command command chief, address Thule Airmen at the 821st Security Forces Squadron guard mount Feb. 19. Chiefs Small and Narofsky visited Thule to explain administrative and operational issues and changes for both commands as well as address critical quality of life issues.

RETURN OF FTAC

Chief Master Sgt. Al Herring, 821st Air Base Group superintendent, speaks to recent first term airman center graduates in Bldg. 103 Feb. 24. This class was the first class to participate in an FTAC here for several years. The plan is to have routine FTAC classes for new airmen.



Photos by 1st Lt. Lisa Meiman

Thule Promotions



Photos by 1st Lt. Lisa Meiman

Master Sgt. Jason Milam



Photos by 1st Lt. Lisa Meiman

Senior Airman Daniel Keener

MARCH EVENTS

Sunday

Monday

Tuesday

Wednesday

Thursday

Friday

Saturday

1	2	3 Spinning 1800-1900 Tuesdays gym	4 Old School Nights 1630- 1930 TOW TOW Club Focus Group 1700 TOW	5 Commander's call 1500 TOW SMSgt promo released	6 March week- end dinner special Fri/Sat TOW	7 3-on-3 B-ball tourney gym Danish Buffet 1130-1400 TOW
8 Daylight Savings Time begins	9	10	11	12	13 Jazz Night 2030 TOW	14 Mongolian BBQ 1800 TOW Reservations required
15	16	17 St. Pat- rick's Day St. Patrick's Day celebration 1800 TOW	18	19 National Prayer luncheon 1100 TOW	20 Vernal Equinox	21 Danish Buffet 1130-1400 TOW Women's His- tory Month dinner TOW
22	23	24	25 First wave inspectors arrive	26 Second wave inspectors arrive	27 Country & Western Night 2100-0100 TOW	28
29	30	31				

Single 800 number for all Airmen

Staff reports

RANDOLPH AIR FORCE BASE, Texas – Members of the Total Force – regular Air Force, Air National Guard, Air Force Reserve, civilian and retired Airmen – are on line to have one central phone number for help with their personnel questions starting at 5 p.m. Central Standard Time Feb. 22.

Members of the Air Force community should call the Total Force Service Center at 800-525-0102 to reach a customer service counselor to discuss issues ranging from retraining, promotions and identification cards to leave, retirements and civilian benefits.

While this number is already familiar to Airmen who call the ARPC Contact Center in Denver, it's a change for Airmen who call the toll-free number currently assigned to the AFPC Contact Center in San Antonio.

"Having a single phone number for the entire force will make it easier for all of

our customers to reach us so we can give them the most accurate and up-to-date information," said Brig. Gen. Eric Crabtree, former ARPC commander. "It's vitally important in this fast-moving environment that we keep providing accurate, consistent and understandable answers to all Airmen and their families."

The single number is a first step toward the Total Force Service Center, or TFSC, concept. This concept provides Airmen seamless access to personnel information and services regardless of the organization or system actually providing it. With the single number the ARPC and AFPC contact centers become virtually connected; making it easier for all Airmen to reach their needed personnel services.

Teams will be working throughout the day on Feb. 22 making the TFSC number the single access point for all the Air Force components and their families. Once all the telephone lines are reorga-

nized, Airmen dialing in will be appropriately routed to either San Antonio or Denver, depending on the selections they make from the updated menu options.

Customers dialing the 800 number might experience minimal disruption in service while the number is being transferred.

"This is just one more example of how we are providing smarter and better personnel services to our total force," said Maj. Gen. K.C. McClain, AFPC commander. "Technology is allowing us to interface with our Airmen or commanders when they want to work personnel actions, without the Airmen ever leaving their homes or offices.

"Above all, we want to hear from you about your experiences with the centers," said General McClain. "We value feedback from the customers so we can continue to improve how we deliver our services to you."

AFPC-serviced Airmen should continue using 800-

616-3775 until 5 p.m. CST Feb. 22. After that time, those who call the former number will be advised of the change in phone numbers.

For those calling from outside the United States, dial the toll-free AT&T Direct Access Number for the country they are located, then dial 1-800-525-0102. AT&T Direct Access Numbers are found at www.business.att.com/bt/dial_guide.jsp.

There is no change for individuals with hearing impairments. They can still reach the civilian Benefits and Entitlements Service Team and AFPC's Personnel Systems Operations Control Center, as well as ask employment questions, by calling the Telephone Device for the Deaf number, 800-382-0893. The commercial TDD number is 210-565-2276.

Airmen and their families can also find answers to many of their personnel questions at AFPC's <http://ask.afpc.randolph.af.mil> or ARPC's <http://www.arpc.afrc.af.mil>.

The 21st Space Wing MISSION

"Conduct flawless missile warning and space control operations, provide unsurpassed installation support and protection, while developing and deploying Warrior Airmen to defend America and our Allies."

